



From **VISION** To **ACTION**

Michigan.gov

"Information technology is playing
a critical role in every aspect of our work.
Whether it's helping us work with local governments
and the private sector to improve efficiencies or
helping us create jobs through economic development
initiatives, information technology is at the heart
of Michigan's state government."

Jennifer M. Granholm, Governor

From VISION To ACTION





STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

JENNIFER M. GRANHOLM
GOVERNOR

JOHN D. CHERRY, JR.
LT. GOVERNOR

In Michigan, we are using information technology (IT) everyday to provide better service, save dollars, create an efficient state government and also as a tool for collaboration. And we see the results everyday, too.

Our online tools allow citizens to access a world of information, from creative after-school activities for their children to smoking cessation programs. Entrepreneurs and companies looking to invest in Michigan can use our Website to find qualified employees, apply for and track needed permits or get information on how to start, grow and finance a new business in Michigan. In all, we offer electronic access to some 40 services online.

In Michigan, technology is about more than streamlining government. It also helps us protect citizens. Law enforcement and first responders in Michigan communicate over a secure, reliable radio system available that's accessible anywhere in the state.

We are proud of our high-tech transformation. And now, we are setting out to do even more, using IT to address our economic and budget challenges, provide the best possible services to our citizens and the safest communities for our families.

The 2006 IT Strategic Plan builds upon our previous initiatives and focuses on improving IT services in relation to our six priority areas: education, health and human services, hometown security, the economy, better government and the environment. This document outlines how we plan to move forward. And it also draws on our shared values of integrity, inclusion, teamwork and, of course, excellence.

Excellence is our goal in government and IT is one of the best tools we have to reach the summit of our potential as we seek to educate our children, protect our families and grow our economy. I look forward to putting our 2006 IT Strategic Plan to work for Michigan citizens.

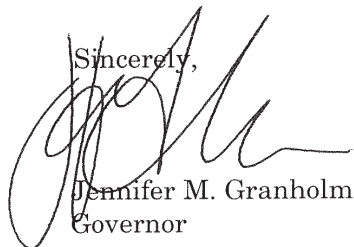
Sincerely,

Jennifer M. Granholm
Governor

TABLE OF CONTENTS

6 A Vision of Action - A Message from the CIO

8 Michigan's IT Future

12 Turning Vision into Action

24 Seven Technology Solutions

33 Michigan's Technology Future

Appendix A - Michigan IT Planning Process

Appendix B - Top IT Projects

Appendix C - 2004 Metrics and Measures

Appendix D - External Stakeholders

Appendix E - Architecture

Appendix F - Cyber-Security

Appendix G - Finance and Human Services

Appendix H - IT Procurement Strategies

Appendix I - Statewide Communication

Appendix J - Agency Services Strategic Plan

Appendix K - Technology Solutions

Appendix L - IT Future Bridge and Infusion Strategies



A VISION OF ACTION

A Message from Michigan CIO Teri Takai

"Think like a business: we must compete or be left in the dust by other states and countries."

Governor Jennifer Granholm - State of the State Address - Feb. 8, 2005



Director Teri Takai
State of Michigan CIO
Michigan IT Strategic Plan

Coming into office, Governor Jennifer Granholm challenged state government to rethink its role in taking Michigan into the 21st century. Not as a state struggling to turn around its economy, but as a leader that meets the tests of our time.

Our "test," as charged by Governor Granholm, was to use technology to infuse efficiency within state government. We not only passed the test but are now taking on new challenges. In our third year of strategic planning, we are using technology as the enabler - and solution - to improve the quality of life for our citizens and to attract business and good paying jobs.

Whether it is providing a one-stop call center for citizens to access state services quickly and securely or giving state employees collaboration tools like real-time online meetings to cut down on travel time and cost, we are investigating the best ways to deliver on our vision of "A Connected Michigan" - where access is just a click away, where services are streamlined and secure, and where citizens have an immediate voice in an open and energetic public square.

State of Michigan Goals



Education

Improve student achievement



The Economy

Sustain and create business investment and jobs in Michigan



Hometown Security

Protect our citizens and make Michigan's communities safer



Health and Human Services

Make Michigan's people healthier and our families stronger



Better Government

Make government in Michigan more cost effective and efficient



The Environment

Enhance the quality of Michigan's natural environment

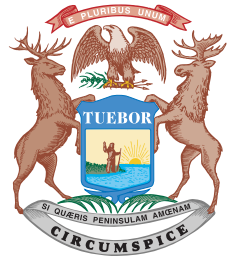
The governor's six priority areas serve as the foundation for Michigan's Information Technology (IT) Strategic Plan: education, the economy, hometown security, health and human services, better government and the environment. The plan presents actionable steps that drive how the Michigan Department of Information Technology (MDIT) manages and delivers the state's IT resources.

The strategic planning process begins with the Cabinet Action Plan, which defines the governor's highest priority commitments to the citizens of Michigan and the actions and outcomes for which each state agency is responsible in order to meet those commitments.

It also involves a budgeting approach that focuses on preserving and protecting the services identified as most important to the state's citizens. And it concludes with an examination of what government, constituent and technology trends are coming our

A VISION OF ACTION

A Message from Michigan CIO Teri Takai

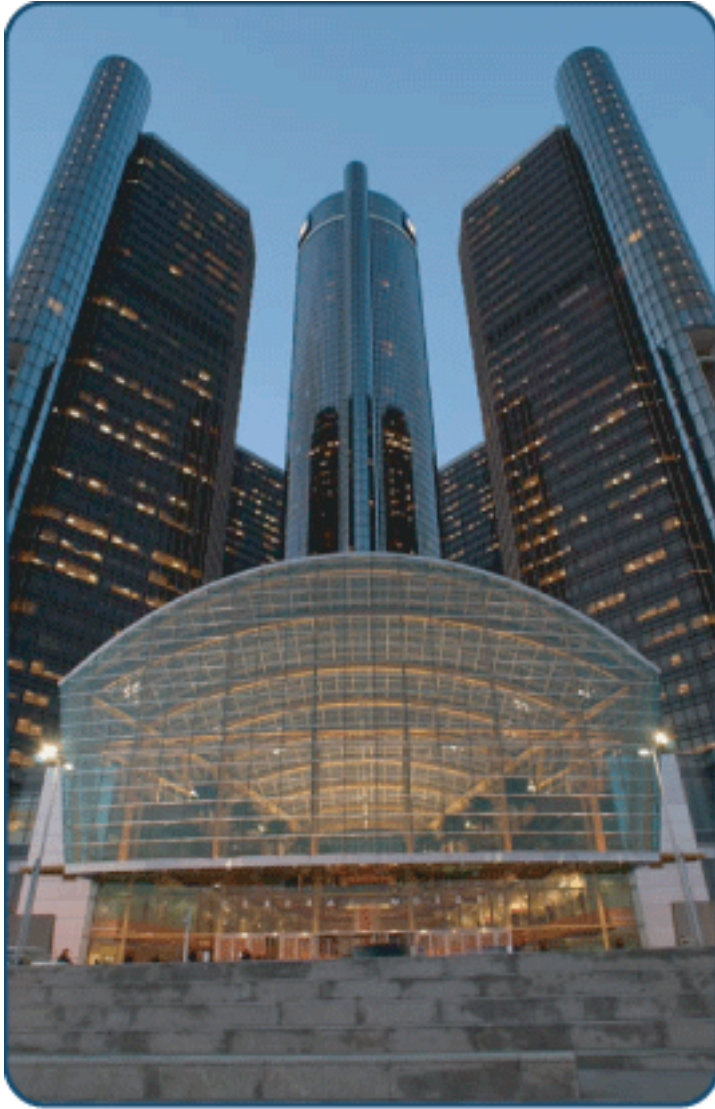


way to help determine which tools and expertise are needed to enable the state to deliver solutions to meet its customers' needs. You can read more about our strategic planning process in Appendix A.

The previous Strategic Plan set forth a plan of action to address the issues facing us. This document updates that plan and sets forth additional initiatives and emerging directions. Those initiatives and directions focus on growing Michigan's economy while ensuring we are ready for global changes that drive the way the state and our citizens do business.

Let me share with you the progress we have made and how we will make our vision of "A Connected Michigan" a reality.





VISION

A connected Michigan where access is just a click away, where services are streamlined and secure, and where citizens have an immediate voice in an open and energetic public square

Our vision of "A Connected Michigan" is more than words on paper. It is a commitment to taking specific steps to realize our potential and better our citizens' lives.

Our vision was formed by listening to the state's stakeholders. It guides the series of actions that drive how the Michigan Department of Information Technology manages and delivers the state's IT resources. It determines the tools and expertise needed to enable the state to deliver solutions that meet its customers' needs.

The following vignettes illustrate what is possible - helping us keep stretching for improvement and take us further into the future. A future where Michigan citizens and businesses can thrive.

A Connected Michigan

A Connected Michigan

Michigan's IT Future



Education

Maria Sanchez is completing her last year in high school. Her family did not have the discretionary income to purchase a computer, but her school participated in a partnership that provided surplus state computers to targeted users. Although at home sick, Maria participated with her class in an interactive, online collaboration with a class in Mexico to do a research project on Mayan buildings. Using digital video images taken during a virtual field trip at Palenque with their Mexican classmates, Maria's class used an image-based library database to retrieve articles from libraries worldwide and provide English translations in real time. Maria's teacher monitored Maria's report writing and presentation using an embedded virtual assistant teacher in the collaboration tool and provided personalized, private instruction on difficult translation issues. Maria used the state's one-stop education portal to submit her college and financial aid applications to the Michigan schools she is interested in attending and was able to attach her transcripts from the three high schools she attended.



The Economy

Ruth Johnson's technology company is expanding, and she wants to recruit qualified professional employees. Using the Michigan Talent Bank, she has identified potential employees local to her home base and found student interns to help energize her business. She has identified the job skills needed to satisfy a contract to begin in six months and worked with the state and its university partners to obtain re-training needed for her staff. The university partners deliver training modules direct to her staff's mobile, handheld broadband equipment for self-directed learning. She can conduct meetings to discuss grant opportunities online with state and local officials which are digitally recorded, accessible and searchable from her office. Her accountant is authorized to send and receive messages through an integrated, cross-jurisdictional tax portal allowing him to view all state and local accounts and make payment online through the state's portal.



The History of Information Technology in Michigan

1994

Implemented a Statewide financial management system tied to purchasing: MAIN

1997

Completed consolidation of mainframes in Michigan's first centralized data center

2000

Creation of e-Michigan and Michigan.gov

1996

Consolidated all Michigan IP networks

1997

Creation of the IT Project Management Office

2000

First self-service transaction online: hunting and fishing licenses

1996

Implemented Michigan's first enterprise data warehouse

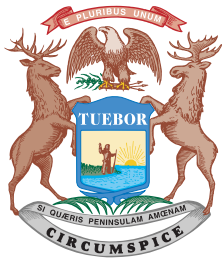
1999

First Michigan Information Technology Strategic Plan



1994 Initiated a state-wide end-user computing contract for PCs

1999 Implemented the state-managed online job search engine: Michigan Talent Bank



A Connected Michigan

Michigan's IT Future

○ Health and Human Services

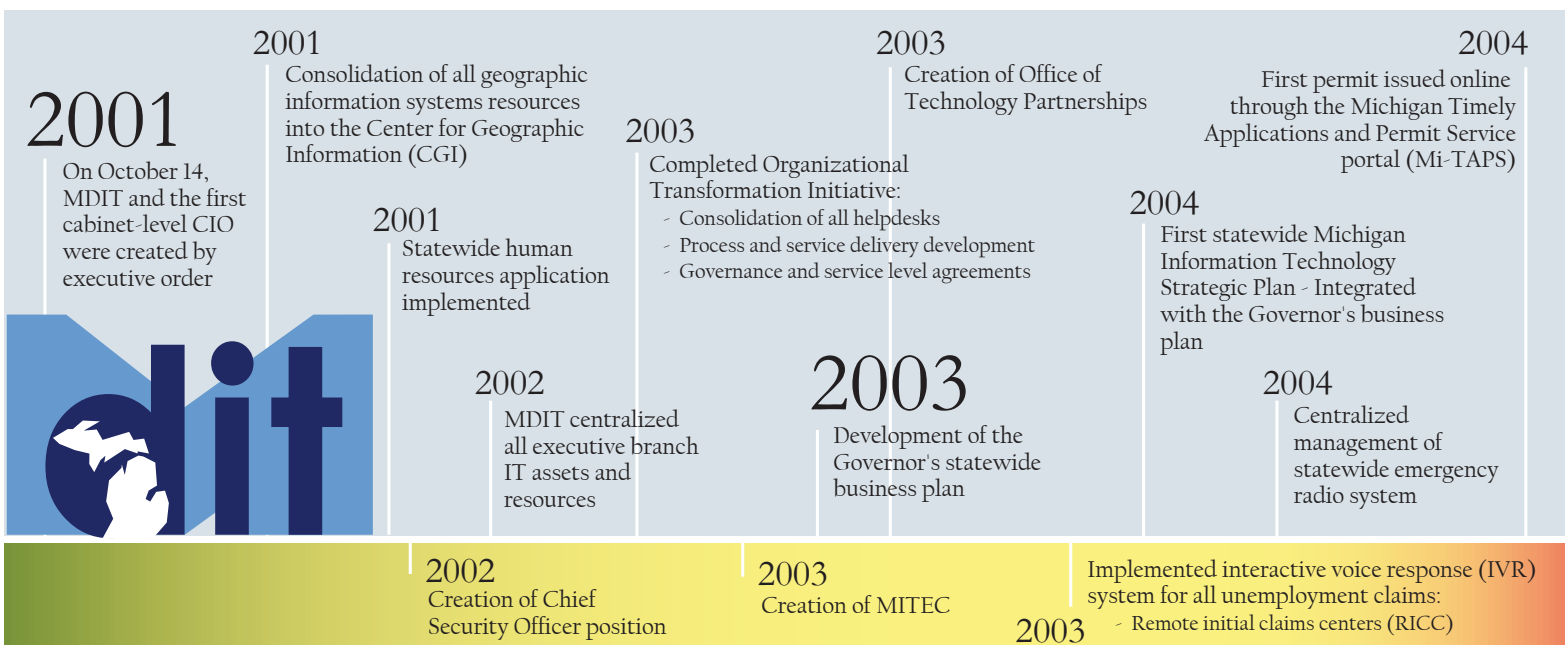


The progression of her Alzheimer's disease has left Margaret Owens unable to communicate and make decisions for her care. She lives in a skilled nursing facility in Benton Harbor, but her daughter, who is her legal representative, lives in the Upper Peninsula. Using video-conferencing, her television allows her to participate in patient care conferences with her mother's doctor and nursing team, and she has split-screen access to her mother's medical record. Using mobile and push technology, the Department of Community Health field worker can complete, file and e-mail Mrs. Owens' daughter their licensing inspection report of the facility. The doctor's prescriptions are bar-coded and with one click are sent to the pharmacy, to her mother's care record, and to Medicaid for payment.

○ Hometown Security



Witnesses saw a blue Chevy pickup leaving a Cadillac chemical plant just before an explosion. The state's interoperable communications system gives first responders linked a two-way radio, a cellular phone and a data terminal in a small, hand-held device. Local fire personnel identified chemicals in storage onsite using a link to the state's environmental management database, and a message has been broadcast over telephone and television channels to evacuate residents within one mile of the facility. Michigan State Police troopers stopped a blue pickup truck for speeding which matches the description. Using their portable iris-scanning tool and linking to national and international police databases, the state troopers positively identify the driver as a terrorist from Germany wanted in connection with a bombing in that country.



A Connected Michigan

Michigan's IT Future



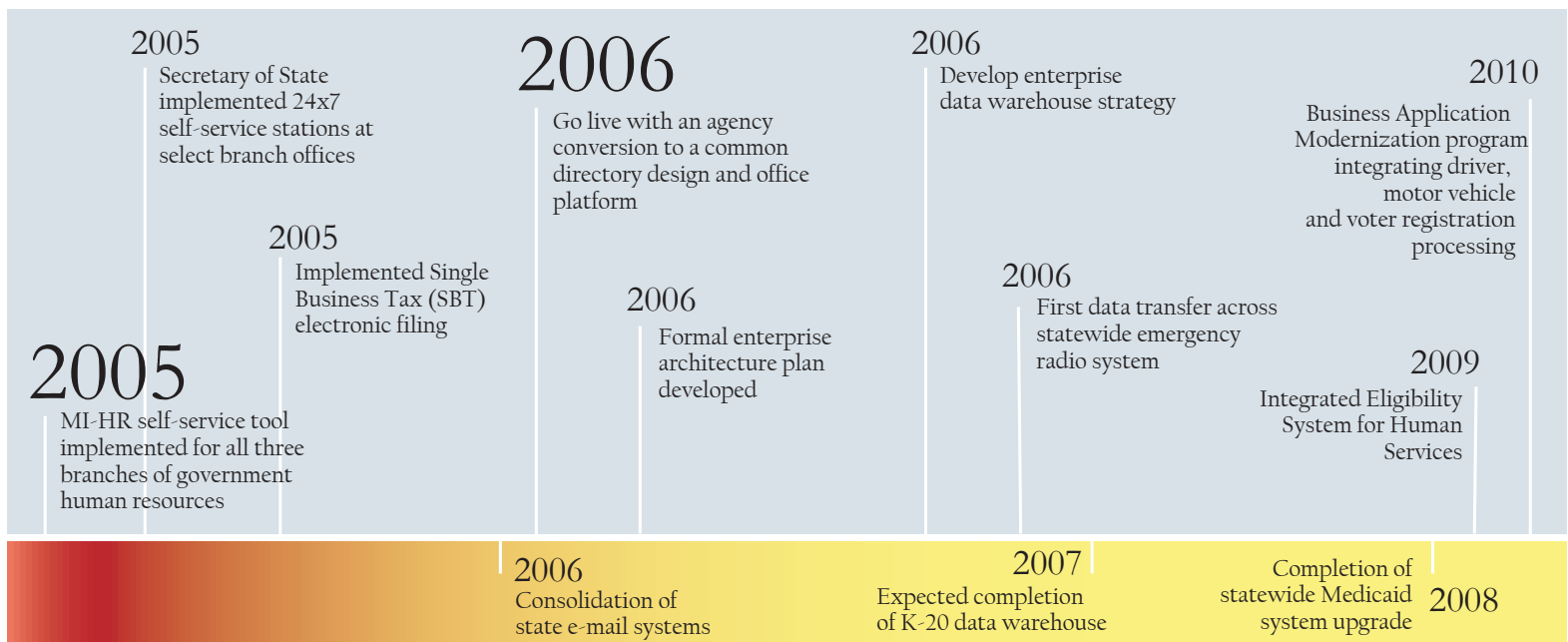
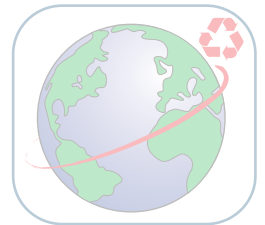
Better Government

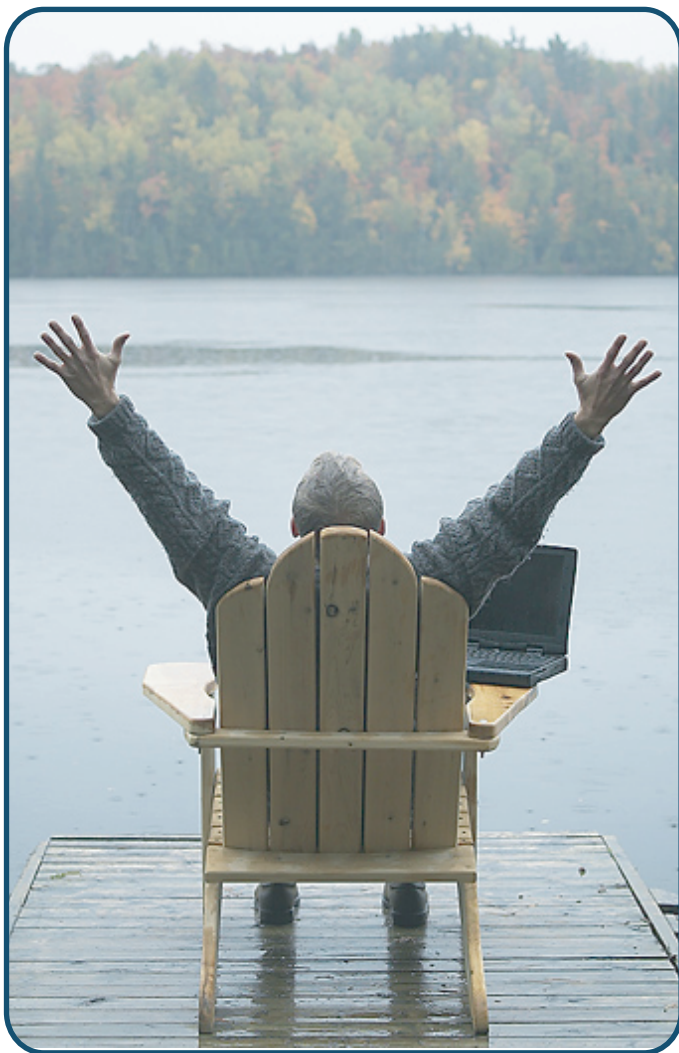
Thomas and JoAnne Jay make extensive use of the state's tourism portal. Planning a trip to the Leelanau Peninsula, they view a 3-D virtual reality walk through the Leland harbor area and the stores along the street. They realize that they had found their dream location to live. Using a wireless handheld device, they use the state's enterprise contact center via the state's Web portal to identify and link to local communities for information on real estate, services, and taxes, along with bed and breakfast businesses for sale. The center links their phone number and e-mail address to their inquiry and sends them updates on the information they request. Six months later they advertise their new business on the state's tourism web site.



Environment

William Turner is considering adding new crops and perhaps raising water buffalo for production of boutique mozzarella cheese. Linking with the state's Department of Agriculture, he can view lectures by Michigan State University professors on the best crops for Michigan's climate and how to prevent his herd from polluting the protected trout stream on his property. William can download edited content on small business development to his MP3 player and listen to it in his car on the way to picking up his daughters from school. Querying the Department of Environmental Quality, he is able to download all applicable permitting information - not only for DEQ, but also the state and local health departments relating to food services.





Action

Access to Michigan government has never been easier. Michigan has been ranked number one in the country when it comes to digital government. We have to keep pushing to be the very best.

Teri Takai, State of Michigan CIO

Realizing the vision of technology in government set forth in the vignettes on the previous pages requires a plan of action. This plan of action must address multiple shared cross-governmental themes, including:

- Ensure accountability, security, and trust with no breaches of personal information.
- Provide citizens access to services and employees, when ever and where ever needed.
- Provide incentives and eliminate barriers to shared resources, solutions, and services among public and private sector partners.
- Develop a flexible, cross-boundary, and future-oriented enterprise and shared architecture.
- Develop a non-duplicative infrastructure, both within government and shared with partners.
- Strengthen and invest in the workforce and workplace.
- Develop and implement just-in-time IT solutions, in anticipation of challenges as well as opportunities.
- Develop a funding model and processes, consistent with the budgeting process, maximizing service opportunities and gaining efficiencies from innovations.
- Support and enhance current public policy and service priorities while using technology to transform government capabilities.

The goal structure, future technology solutions, and infusion strategies in the remainder of this strategic plan chart the actions Michigan will take to turn vision into reality.

turning **VISION** into **ACTION**

Michigan IT Goals

turning VISION into ACTION



Michigan is proceeding with its plan of action. The following pages highlight the initiatives representative of efforts Michigan is undertaking during this planning cycle. For detailed information on any of Michigan's strategic IT initiatives and how success is measured, see Appendix B and Appendix C.

Getting to these actionable steps required strategic planning and an assessment of the state's current and emerging needs, as well as foreseeing future needs. To do this, MDIT worked with the Michigan Information Technology Executive Council (MITEC) and the state's IT leadership (see Appendix D). Together, these partners have determined to invest in the state's foundation and pursue technology solutions to find efficiency and provide better services to Michigan's citizens.

The five goals for the state's technology plan are:

- Goal 1 Expand Michigan's services to reach anyone, at anytime, from anywhere.
- Goal 2 Transform Michigan's services through sharing and collaboration.
- Goal 3 Manage technology to provide better service and faster delivery.
- Goal 4 Make Michigan a "Great Workplace" and the employer of choice for technology professionals.
- Goal 5 Create a statewide community of partnerships.

In Michigan, IT is more than a tool. It is a driver to innovation. Innovation that is key to the state's evolution and success in reaching these goals.

Access



Collaboration



Efficiency



Great Workplace



Partnerships



GOAL ONE

Expand Michigan's services to reach anyone, at anytime, from anywhere.



Goal Description

Provide secure access to government services to anyone at anytime from anywhere. Expanding access is more than running additional communication lines. It means connecting our state by increasing our technical capabilities and expanding the number of online services Michigan delivers to its citizens, securely and in a manner that protects the privacy of every citizen.

Strategies

- Provide Michigan customers one simple access point to government services
- Secure State of Michigan's systems and data and the privacy of personal data
- Expand access to government services
- Leverage and maximize technology

Targets and Metrics

- Improve customer satisfaction of Michigan self-service
- Double the number of transactional based self-services in the next 18 months
- Double the adoption rate of electronic self-service channels in the next 18 months
- Develop plan to provide a multi-channel, single access point to state government self-services by 2008
- Ensure that all servers are current with security patches and compliant with security policy
- Implement Identity and Access Management solution by 2007
- Begin two mobile worker pilot programs utilizing wireless technologies in 2006
- Broadband services available to all Michigan citizens and business by year-end 2007
- 90 percent of Michigan residents will utilize online services to conduct business with the State of Michigan in 2007
- Ensure 100% of mission critical applications have a disaster recovery plan
- All defined mission critical applications in the hosting centers will have 99.9 percent service availability
- Implement a rate-driven approach to all technology resources by 2007
- Provide a minimum of 512k bandwidth to central office applications in state-managed buildings by 2007
- Migrate or eliminate 1,000 servers from the remote data centers through consolidation or centralization by 2008
- Internet-protocol-telephony and voice over IP architecture and standards in place in 70 percent of State of Michigan managed buildings by 2010

Connecting the Goal to Action

Representative Initiatives for Goal One*



Self-Service Stations



Approximately 20 customer self-service stations have been installed with more to follow at Secretary of State branch office locations to provide access to a limited number of customer self-service transactions. In the short period of time since deployment, these stations have generated more than 10,000 transactions and demonstrate the demand for self-service by the citizens of Michigan and the need to provide more of this type of access for other services.

Careers in Manufacturing Web Site (www.michigan.gov/mfgcareers)



This new site will support manufacturing careers in Michigan. Various resources for learning about the types of manufacturing, exploring the careers that exist in manufacturing, and for more references and statistics about manufacturing will be available here. Future Web site access supporting economic development in Michigan is currently being reviewed.

Sex Offender Registry (SOR) / Public Sex Offender Registry (PSOR)



In an effort to provide citizens with the most up-to-date information both the SOR and the PSOR are being rewritten to retrieve real-time data from the new Criminal History Record system. These applications have a direct relationship to the National Sex Offender Registry (NSOR). This is just an example of how information can be made available to citizens.

Michigan Talent Bank (Mi-Internship Expansion)



The MI Internship project began in early 2005 to support the Governor's plan to keep and attract students in Michigan by offering them internships with Michigan-based companies and employers. This first phase has identified all Michigan Talent Bank registered employers who have internship information on their Web sites. The next phase adds functionality, allows employers to enter postings for internships, and enables students to search these postings for opportunities.

*See Appendix B for a complete list of initiatives

Michigan Virtual High School

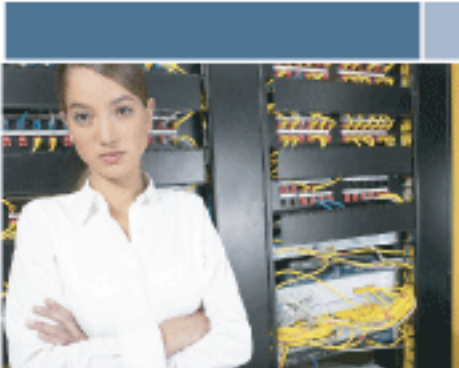
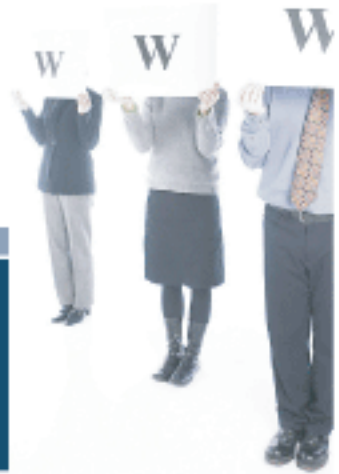
Forty Oak Park High School seniors short an English credit to graduate turned to the Michigan Virtual High School, where they worked with Kristi Bush, an online instructor from Shepherd, and her teaching assistant, Alexandra Kloster from Elk Rapids.

Kristi surprised the students by traveling some 100 miles to attend graduation: "We all worked hard to ensure that the students met the course requirements and earned their final credit. It was all worth it to watch them walk across the stage and graduate with their class.

"That is what online education is all about - the success of Michigan students!"

GOAL TWO

Transform Michigan services through sharing and collaboration



Goal Description

Technology is a powerful tool for transforming government. By connecting with Michigan citizens and stakeholders, we realize that every technology implementation offers an opportunity to question old methods and approaches. Working together, Michigan will find the common ground needed to make positive change and truly share solutions.

Strategies

- Use technology projects as an opportunity to share resources, challenge inefficiency, and re-engineer workflows
- Deliver enterprise solutions

Targets and Metrics

- Establish data warehouse enterprise strategy by first quarter 2006
- Implement an information management strategy to identify what data within the State of Michigan can be leveraged and shared across agencies by year-end 2006
- Implement a privacy framework strategy for enterprise data sharing by 2007
- Work collaboratively with the Michigan Information Technology Executive Council (MITEC) to break down agency business processes and invest in a minimum of two new technology opportunities each year

Connecting the Goal to Action

Representative Initiatives for Goal Two*



Michigan Health Information Network (MHIN)

This application involves both computer hardware and software that deals with the storage, retrieval, sharing, and use of health care information, data, and knowledge for communication and decision-making. This includes such applications as telemedicine and use of the Internet. A central component of MHIN is the electronic health record (EHR), a patient's medical file, which is stored electronically and maintained by a health care provider to order prescriptions and tests, and to inform clinical decisions. Stakeholder forums have been held on MHIN to learn key stakeholders' perspectives on the role of state government in MHIN policy. The state will not develop MHIN solutions itself but rather promote policies to strengthen IT's role in health care improvement and efficiency.

Pre K - 20 Data Warehouse

Michigan lacks a uniform system for tracking children from pre-K through adult learning and into the job market. To remedy this, the State of Michigan will build a system which tracks students from preK-12, into a post secondary/vocational training setting and then into the labor market. This system will allow for targeted study of programs / initiatives, and their impact on improving grade-level achievement, job placement and economic growth. The state will develop a data warehouse to store information about learners and job seekers, collected from a variety of sources including: data collected and maintained by Center for Educational Performance and Information (CEPI); job training participation data maintained by Department of Labor and Economic Growth and Department of Human Services; higher education student data maintained by community college and university systems; and wage record data maintained by the Unemployment Insurance Agency.

e-Procurement

This project will implement a statewide e-procurement system to gain efficiency, integrate best practices and realize overall cost savings throughout the procurement process.

*See Appendix B for a complete list of initiatives

MiTAPS

Michigan now offers companies an online resource to apply and pay for the required permits and licenses to do business in the state: The Michigan Timely Application and Permit Service (MiTAPS).

With used oil that needed to be transported for recycling, Advance Auto Parts' Micah Thompson knew he'd need identification numbers and permits for each of the company's 60 Michigan retail stores.

"I went online to find out what I was supposed to do," said Thompson, a certified hazardous material manager. "I logged on, played with it a little bit, sent the check in and got the site ID numbers. It was pretty painless."

GOAL THREE

Manage technology to provide better service and faster delivery



Goal Description

In these economic times it is more important than ever to be responsible stewards of our limited resources. This means Michigan will do more than deliver projects, but will also deliver value. Managing for effectiveness means exceeding client expectations, meeting commitments, and implementing best practices.



Strategies

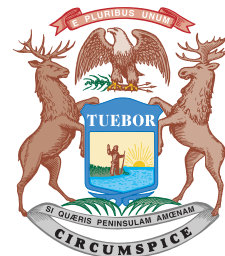
- Improve service delivery
- Implement consistent and supportable architecture and standards
- Validate Michigan IT investments with business case analysis
- Futuring and long-term planning (connect with stakeholders to plan proactively, innovate, and leverage solutions and infrastructure)
- Create a fair, open and competitive procurement process

Targets and Metrics

- Implement standard service level agreements (SLAs) and associated metrics and measures in 2006
- Cleanse all asset management data and develop business strategy for managing IT assets by year-end 2006
- Formalize the state's enterprise architecture plan in 2006
- Complete a pilot agency conversion to a common directory design, office platform, and consolidated e-mail in 2006
- Develop a phased process for implementing published technical standards in 2006
- Develop an external advisory council for the sharing of technical services and information throughout Michigan's public and private sectors in 2007
- Replace 50 percent of sunset technologies by 2010
- Justify 100 percent of all strategic technology initiatives with business case and cost-value analysis by 2006
- Standardize enterprise project prioritization and resource allocation processes by 2008
- Mature the MDIT Strategy Council through applying the principal of thought leadership and working to determine strategic direction for the organization in 2006
- Meet the target of 40 percent small business participation in staff augmentation
- Completely bid all commodity and services contracts
- Meet procurement service levels 95% of the time in 2006

Connecting the Goal to Action

Representative Initiatives for Goal Three*



Michigan/1



Michigan/1 is a vision for the baseline structure of state government's computing environment. It is a statewide effort to consolidate 19 different computing environments into a standardized enterprise framework. By reducing the number of systems supporting basic enterprise computing functions, such as directory services, file and print environments, and desktop environments, costs will be reduced and improved levels of service will be provided to state agencies.

BRIDGES



This effort includes the reengineer and integration of the processes associated with the eligibility determination and case management of Michigan citizens seeking state assistance in human services (food, medical insurance, day care, basic economic needs, etc.) It also includes developing integrated and automated tools that support these processes. When complete, this project will allow State of Michigan caseworkers the ability to be more effective and efficient supporting citizens in need.

Business Application Modernization (BAM)



BAM is a multi-phased project that includes re-engineering the business processes, developing business requirements, designing and eventually building a technical infrastructure to support Department of State (DOS) business. The DOS mission is "to continually improve customer service using innovation and technology. The Department will serve the citizens of Michigan with programs designed to enhance driver safety, protect automotive consumers, and ensure integrity of the motor vehicle administration system and the statewide election process."

Medicaid Management Information System (MMIS)



This effort replaces the existing MMIS for the State of Michigan which was first developed in the late 1970s. The objective of this project is to replace it with a system that is certifiable by the federal government and one that is run with current software on a more current platform. This will provide the ability to make enhancements and changes requested by federal and state governments in a more timely and efficient manner. There will also be functionality giving health care providers the ability to enter claims and update records in real time, rather than having to complete and submit hard copy forms.

*See Appendix B for a complete list of initiatives

Air Surveillance Monitoring

As thousands of baseball fans gathered in Detroit for the All-Star game this summer, public health officials were using technology tools to keep them safe.

They monitored reports from area hospitals, watching out for any worrisome trends - such as an unusually high number of respiratory complaints, which could signal a problem as serious as anthrax. Had there been a problem, an Internet-based, secure alert network would have alerted health care providers by e-mail, phone and text messages.

Rochester Hills' Jason Lenard is glad the state was watching his back at the game, "Knowing this is happening behind the scenes makes me feel even more secure."

PROOF POSITIVE

GOAL FOUR

Make Michigan a "Great Workplace" and the employer of choice for technology professionals



Goal Description

Government technology is a rapidly changing landscape. To succeed in serving our agency partners and our customers, we must attract and retain the best technology talent by providing meaningful work, offering professional opportunities, and expanding the career potential of our technology workforce.

Strategies

- Strengthen relationships and communicate within MDIT, within SOM government, and externally
- Provide professional development for staff
- Ensure continuity of leadership within MDIT
- Foster a productive and positive atmosphere / environment

Targets and Metrics

- Improve employee satisfaction
- Establish relationships with two higher education institutions each year to attract future technology professionals
- Performance Management and Individual Development Plans will be in place for all MDIT employees by second quarter 2006
- Provide annual leadership development to all MDIT management
- Fully implement the MI-360 program to assist in the development of all management staff in 2006
- Complete succession planning for managers and key personnel on mission critical applications in 2007
- Benchmark State IT compensation with the technology industry in 2007
- Coordinate two events per quarter aimed at building an enriched culture for MDIT and its employees
- Develop an internal forum for communications, file sharing, and correspondence in 2006
- Standardize position description templates for appropriate classifications by 2008

Connecting the Goal to Action

Representative Initiatives for Goal Four*



Vision and Values Initiative



Coordinated with Governor Granholm's Executive Branch Values Awareness, Alignment, and Performance Management initiative, this provides guidance in aligning employee personal values, interests and skills with statewide values throughout MDIT.

Leadership Development Program



This annual event is hosted by MDIT as a growth and development opportunity for department managers. The event, held in a conference-style setting, provides tools and training to help grow MDIT leadership.

Succession Planning



By identifying trends and projections for potential employee departure, succession planning is MDIT's effort to plan for continuity of operations; therefore helping identify skill sets that will be required to meet future departmental needs.

Human Capital Management and Employee Development



This initiative primarily focuses on the MDIT employees and internship program. Professional development and job alignment improves the MDIT work environment and ultimately leads to higher productivity and client satisfaction.

Technical User Groups



Because of the specialized technical talent in the organization, technical user groups are formed to provide MDIT's staff with the necessary networking and training needed to improve the use of various applications like Java or .NET. These user groups give MDIT's technical staff another needed avenue for learning.

Student Internship Program



To foster and develop the department's young talent, the student employment program provides outreach to universities and colleges around the state to recruit future employees, while securing specialized training and developmental opportunities for the existing MDIT student talent pool.

*See Appendix B for a complete list of initiatives

MI - 360° Evaluation

Diana Quintero got feedback from 30 colleagues, employees and supervisors as part of her performance evaluation. The MI 360 evaluation program allows Michigan employees to give and receive feedback - and improve themselves. Surveys went out to people of Quintero's choosing. Responses go directly to the Office of Great Workplace Development and remain anonymous.

"It gave me a clearer picture of how I was interacting and communicating with different people at different levels," Quintero said. Once she'd seen the results, she was able to focus on areas such as being more assertive and speaking up more at meetings. "I've seen tremendous results," she adds.

PROOF POSITIVE

GOAL FIVE

Create a statewide community of partnerships



Goal Description

No government or business can realize its vision alone. To create the economic powerhouse envisioned by Governor Granholm, we must work together. Michigan will connect with businesses, local governments, and educational institutions to foster an open and energetic dialogue. With our partners, we will generate momentum, uncover opportunities to share limited resources, and discover solutions without boundaries.

Strategies

- Create innovative partnership programs in education
- Create innovative partnership programs in environment
- Create innovative partnership programs in health and human services
- Create innovative partnership programs in economy
- Create innovative partnership programs in better government
- Create innovative partnership programs in hometown security by providing fully interoperable communications amongst first responders for crises

Targets and Metrics

- Collaborate with schools to standardize back office applications to reduce costs and potentially shift IT dollars back to their students by 2008
- Facilitate the collaborative development of a statewide land use database for use by state and local government, federal government, developers, and universities in 2006
- Begin facilitating the development of a Michigan Health Information Network (MHIN) with area hospitals, insurance companies and other public and private entities in 2006
- Extend Michigan's permitting systems to five local units of government to reduce end-to-end cycle times in 2006
- Extend Michigan's cyber security education to local governments in 2006
- Enable 75 percent of local government to be online by the end of 2008
- Complete operational communication plan for interoperable communications by end-of-year 2006
- Develop a strategy to bridge the gap identified in assessment of current ability to achieve interoperable communications (fiscal year 2007)
- All first responders will have interoperable communications by 2008
- Assure continuity of interoperable communications for first responders by 2010

Connecting the Goal to Action

Representative Initiatives for Goal Five*



e-Citizenship Project

This effort establishes an enhanced statewide access policy. As part of this effort assistance is provided to local governments to develop Web sites, working with the Universities, students receive credit for developing local government web sites. Additionally, MDIT will automate required reporting to the state, identify and eliminate database redundancies across government agencies, and develop more universal e-transactions and processing.

MPSCS 800 MHz System

The MPSCS is a statewide 800 MHz radio system designed to provide interoperability between state, local and federal emergency services. The baseline system is designed for voice communications and consists of 196 tower sites around the state providing for 97 percent mobile coverage. More than 29,500 radios rely on MPSCS with over half the radios used by local government first responders.

Michigan Digital Government Summit

This annual fall event fosters discussion and dialogue on the use of IT as a strategic tool for managers, executives and policy makers throughout state and local government. Summit topics include new technologies; digital government trends; best practices; cross-jurisdictional collaboration; and policies and standards. This has been held for the past three years with over 400 participants in 2005.

Technology Tri-Corridor

This effort builds upon the success of the Life Sciences Corridor by incorporating advanced automotive technologies and the emerging business sector of homeland security. This allows Michigan to broaden its scope of technology and innovation while continuing to build on our state's already strong industry sectors. These three sectors can leverage grant money and support crossover research.

I-Services

A data sharing initiative moving towards Phase II in FY06 that allows criminal justice agencies to share data with the creation of a state managed Data Warehouse. Many federal, state, and local agencies are currently participating and discussions are occurring with bordering states to link large scale state systems together for the same purpose.

*See Appendix B for a complete list of initiatives

Public Safety Communications System

About 100 state and local law enforcement officers who traveled from Michigan to Louisiana to lend a hand in Hurricane Katrina's aftermath needed a way to communicate amongst themselves and with Louisiana officials. State of the art radios from the Michigan Public Safety Communications System allowed them to do just that.

MPSCS technician Rick Lewis traveled cross country with state troopers to program Louisiana's radio system into Michigan's 800 MHz digital radios so they could communicate.

"The officers were deployed and we were able to communicate with them from our mobile command unit," Michigan State Police Lt. Patrick Richard said. "It was clear as day. It made our job all that much easier."

PROOF POSITIVE



Solutions

“Michigan has changed the citizen and business experience through a broad suite of real-time transactional services, powered by an increasingly shared and robust infrastructure, (re)designed around a coherent statewide architecture, and supported by a coordinated and collaborative planning process that strives to balance the needs of the enterprise with the legitimate interests of individual agencies to act independently.”

Paul Taylor, Center for Digital Government

The strategic planning process (see Appendix A) requires a look into the next three to five years to identify future technology solutions that support Michigan’s priorities to protect families, attract business and educate our children.

This Strategic Plan reflects how our goals have been formed on building on the foundations of MDIT which include Architecture (see Appendix E), Cyber-Security (see Appendix F), Finance & Human Resources (see Appendix G), IT Procurement Services (see Appendix H) and Statewide Communications (see Appendix I). Our plan is to deliver services in the future using the seven technology solutions that have emerged and make sure our foundations are ready for them.

As the State of Michigan's IT services provider, MDIT – in partnership with MITEC – facilitates the process of information and service sharing (Appendix J provides additional information on the MDIT Agency Services Strategic Plan). In the coming year, MDIT and MITEC will continue this partnership and build upon the state's technology foundation by investigating future technology solutions to meet Michigan's business needs.

seven TECHNOLOGY solutions



Seven Technologies

Pushing Innovation through Technology

Remote workers, Wireless access, Instant messaging, Pod casting, Wikis, Voice over Internet Protocol, Speech recognition for telephony and call centers, Really Simple Syndication. And what in the world is XBRL? The list of emerging trends and technologies can make one's head spin.

Researchers and analysts, such as the Gartner and Forrester research advisory groups and the Center for Digital Government, make it their life's work to predict what is coming so that industry and government can prepare.

Part of MDIT's role is to gather information from objective analysts and learn from their expertise and to study their recommendations. And, through our strategic planning process and additional research, work with MITEC to determine the projects and initiatives to focus on in the coming years in order to make our vision of "A Connected Michigan" a reality.

In 2005, MDIT has done just that. Key MDIT managers and staff, in conjunction with MITEC, studied both societal and technological trends with research and advisory groups, questioned the realities resulting from the changing demographic of citizens and employees, and identified commonalities of the major business issues and drivers that are pushing tomorrow's decisions. From this examination, MITEC and MDIT identified seven technology areas (see Appendix K) which they determined will provide the State of Michigan the greatest benefit.

MITEC and MDIT will now take this analysis and understanding to the next level. Seven cross-agency workgroups will identify specific projects for the 2007 budget to address these future opportunities and how they can be applied across state government. We anticipate not only looking at the feasibility of these solutions, but also examining what type of return on investment our citizens can expect if we move forward on these initiatives.

- Citizen Transactions (self-service)
- Data Integration (sharing)
- Enterprise Contact Center
- Collaboration Tools
- Mobile Worker (computing)
- Shared Administrative Services
- Integrated Infrastructure

Self-Service



Data Integration



Contact Center



Collaboration Tools



Mobile Worker



Shared Admin. Services



Integrated Infrastructure



Citizen Transactions (Self-Service)



Executive Overview

Whether it is using an ATM to get cash at midnight or a kiosk to check in before a flight instead of waiting for a ticket agent, self-service has become commonplace. Credit card companies offer cardholders the option of checking their balances, making payments or applying for more credit over the phone and online. Gas station customers can fill up their tanks and pay at the pump. More and more, citizens demand information, access and service around the clock. Conveniently. Cost-effectively. Securely.

E-services were one of the first and most visible aspects of digital government. In fact, electronic commerce was the predominant public face of digital government for several years. It was the benchmark for performance, level of IT maturity and strongly defined the state brand. States now directly provide government services to citizens, business, government, employees, and employee to employee. Enhanced connectivity and content also supports services among businesses, businesses and customers and citizens in general.

The opportunities and potential for self-service have grown, and Michigan's goal is to become a global leader in interactive service delivery. MDIT is using the 2006 Cabinet Action Plan as a roadmap, and the findings from the 2004 Digital State Survey, 2005 Brown University State e-Government Study, 2005 Best of the Web and the 2005 Government Performance Project to identify performance gaps as well as future opportunities. Our cross-agency work group is currently assessing free-standing self-service work stations and will subsequently be addressing the requirements for the following goals:

- ☐ - Ensure the highest standards of privacy, security and access for people with disabilities
- ☐ - Expand the range of available service areas, develop new interactive services and improve adoption
- ☐ - Utilize the full range of technologies and channels, fully integrating the portal with other channels including face to face contacts, and ensure customer care and feedback
- ☐ - Focus on shared intergovernmental, public and private services as well as the capability to address global collaboration and competition
- ☐ - Fully support the Michigan Cabinet Action Plan goals as well as the IT strategic plan goal to expand Michigan's services to "anyone, at anytime, from anywhere"
- ☐ - Use interactive services and information sharing as a part of the overall government transformation strategy, including e-citizenship and e-democracy capabilities ☐

* See Appendix K for more information ☐



Data Integration



Executive Overview

For years, the private and public sectors have been investing millions of dollars in building vast data warehouses in hopes of creating competitive advantage.

Similarly, every business, and in the State of Michigan, every agency made the same investment. However, as Michigan enters the 21st century and the information age, the real competitive advantage will come from sharing information among all agencies and departments and leveraging information to reduce costs while enabling decision makers to make more effective decisions faster.

A data repository for common citizen information promises to solve the problem of outdated information, duplicate files and information sharing among agencies. Sharing silos of information that exist benefits the state by reducing redundant data entry, improving data integrity, increasing accuracy and immediacy and improving decision making.

The State of Michigan has already seen huge benefits from such integration. For example, the Child Support Enforcement System (CSES) currently shares Department of Treasury, Court Systems, Department of State, and the Department of Human Services information to ensure that child support payments are paid on time.

To further these benefits, a cross-agency workgroup has been formed to determine the best statewide applications of this technology. The workgroup is currently assessing the feasibility of a K-20 data warehouse for education information as well as an I-Services initiative to share criminal justice information of several agencies.

* See Appendix K for more information□

Enterprise Contact Center



Executive Overview

New York City residents can dial 3-1-1 to get information, resolve issues and request services - in 170 languages - around-the-clock. Their centralized system also means that citizen service representatives can route police non-emergency calls to the city's 122 police precincts.

Michigan may benefit from a similar single point of entry to state government through an enterprise contact center to handle citizen requests, improving customer service and providing faster response time. A central contact center would mean consolidating similar - but disparate - efforts across agencies, generating cost savings and providing the ability for greater customer service capabilities across government. The state could leverage its buying power offer one-stop-shopping convenience, and provide more consistent and constituent-friendly service.

In fact, the Michigan Legislature has rewritten the Telecommunication Act and requires the state to provide the information and resources to implement a 2-1-1 service in the state and support a statewide routing system connecting all regional answering points.

In *The World is Flat*, Thomas L. Friedman describes the virtual call center used by low-fare airline JetBlue. The airline "home-sources" its call center operation, meaning the New York-based JetBlue's reservations agents are sitting at home in Salt Lake City, Utah. The workers say they are happier working from home and are, therefore, more productive and loyal. By extending and stabilizing our call center infrastructure, the state of Michigan could in-source those out-of-state centers that are currently providing services to our citizens - bringing jobs back to Michigan in the process.

There are at least nine Michigan agencies with some form of contact center in place and a multitude of state business units providing call-center services. The intent of MITEC and the current cross-agency workgroup is to identify an enterprise approach to future call centers. By investing collectively in our systems, we can offer a greater array of services across all of state government and continue that service into the local communities.

Strategies the State of Michigan is currently assessing include: stabilizing the technology, addressing facility issues, creating a contact center brand (1-800-Call-Mich), VoIP strategy, in-sourcing existing contact centers, support strategies, and constituent relationship management (CRM) on-demand.

* See Appendix K for more information□



Collaboration Tools

Executive Overview



With shrinking staff and budgets, the State of Michigan is looking for tools to increase worker productivity by easing collaboration. Specifically, a collaboration tool would create synergies and save money thus increasing the speed of response and improving team productivity to reduce waste.

Opportunities for collaboration across state government abound:

- ☐ - Web conferencing can support online meetings and applications (live help, support, training, and online seminars) reducing travel for employees.
- ☐ - Instant messaging can help employees determine whether a certain subject-matter expert is available to communicate in real time.

A customer service representative, for example, could assist a caller quickly by conducting real-time online meetings, sharing information through instant messaging and, if necessary, track down an expert immediately to solve a problem. The same employee could take a professional development course that features a virtual coach, Web camera, video, audio and real-time Q&A sessions - without leaving his desk - cutting down on travel time and cost.

Currently, the State of Michigan uses voicemail, e-mail messaging and audio conferencing, as well as group calendaring, to realize the benefits of collaboration tools. However, the state understands the benefits of increased worker productivity and increased collaboration through investing in other technology solutions.

As a result, in 2006 the state will undertake projects to expand the use of web and video conferencing. In addition, the recently formed cross-agency subcommittee is assessing the feasibility of video streaming, as well as other technology solutions.

* See Appendix K for more information ☐

Mobile Worker / Computing



Executive Overview



Whether it is a Michigan State Police officer patrolling I-75 or a case worker interviewing a client at home, more and more government employees are providing services to citizens offsite, around-the-clock.

Giving these remote workers access to critical data requires adaptation and innovation. Technologies that support this trend include tablet PCs and laptops; Blackberry-like communications devices; and wireless capabilities.

Arming state workers with the ability to work remotely allows the state to be closer to its citizens and provide better, more efficient service. Plus, it can cut red tape by streamlining services, while reducing time, mistakes and cost.

As a result, mobile computing technologies and infrastructure are currently being investigated by a cross-agency workgroup to identify how they support the State of Michigan business goals, strategies to see it happen, potential applications and feasibility of implementing.

To-date, MITEC and the cross-agency workgroup are assessing multiple mobile data capturing applications such as electronic fingerprinting.

Additionally in 2006, both the Michigan Departments of State Police and Transportation (MSP and MDOT) are piloting their own mobile technology applications to see how beneficial this will be for state government. Specifically, MSP is currently piloting a new technology enabled state trooper car, and MDOT is doing a proof of concept to move mobile technology into construction sites.

* See Appendix K for more information□



Shared Administrative Services

Executive Overview

A recent Accenture study stated that more than two-thirds of government organizations have implemented or are implementing some form of shared services. However, in order to fulfill business requirements, one first must understand their customers, their markets and how technology can enable shared processes.

In Michigan, it means identifying common functions across multiple agencies, the technologies to support those functions and re-engineering our processes to deliver better service, all while reducing cost.

One way to achieve this is to adopt consistent processes across state government. Another is to share services among departments. For example, the Department of Civil Service recently opened the "MI HR" employee self-service center to handle employee needs such as adding dependents and changing benefits. This ability to share services enabled departments statewide to reduce or reassign 138 full-time employee equivalents, saving \$25 million each year.

It is because of efficiencies such as these that MITEC understands future investment in shared services is required to make government leaner but not meaner. As a result, a cross-agency workgroup is investigating the possibility of investing in technologies to increase the efficiency of services such as financial operations, document management and employee time and expense-tracking functions.

* See Appendix K for more information□

Integrated Infrastructure



Executive Overview

As technology changes and the number of solutions increase, there is a growing need for accessing reliable information in real time, independent of where it resides, the form it is held in, or how it is processed. The means to access information must be flexible - whether through the Web, telephone, PC, or hand-held device.

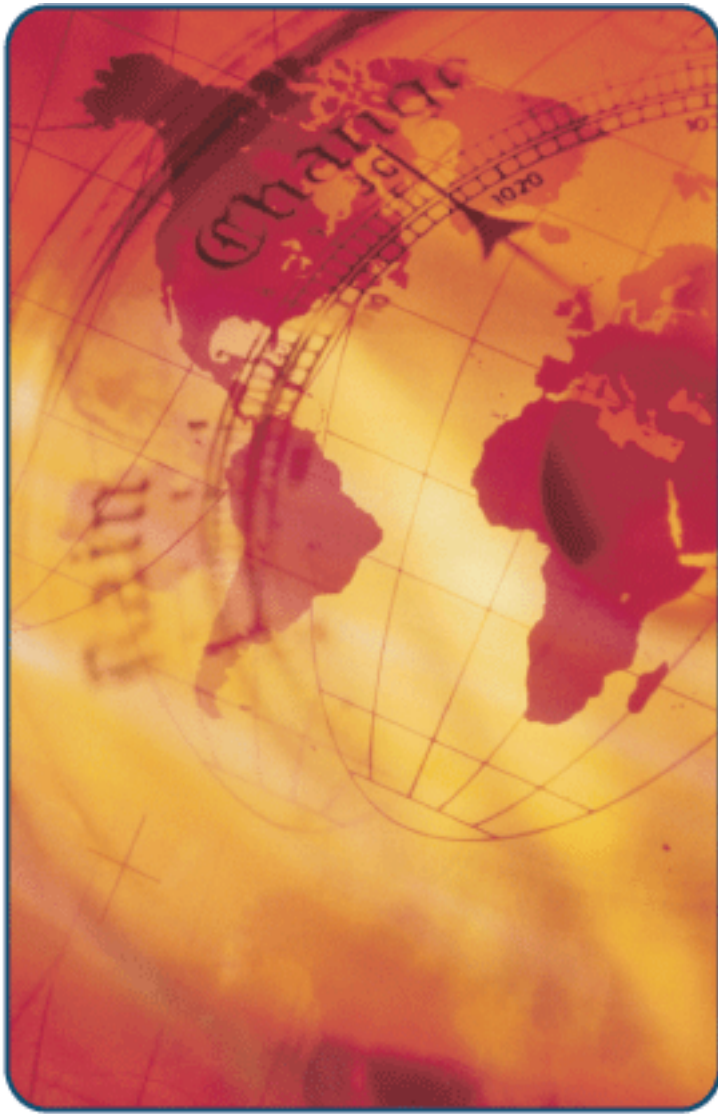
To deliver, Michigan must re-examine current structures and processes to find improved ways of conducting state business.

Data is currently stored on a myriad of devices in numerous formats and protected by regulations and exponential growth. Sharing and leveraging that data and providing for support is costly. Additionally, programs that use this data to process taxes, store criminal records and provide other state services are written in multiple computer languages and housed on hardware sometimes past its useful shelf life.

As a result, the State of Michigan is moving to integrate its infrastructure. MDIT is consolidating e-mail users onto a common platform and merging 700 e-mail servers throughout the state into 70 centrally-hosted and maintained servers. In 2006, MDIT will continue to standardize desktop workstations, consolidate directories, expand server centralization and consolidation and further enterprise monitoring and management.

The cross-agency workgroup is assessing selected computing and network/communications solutions clusters such as: server virtualization, J2EE, MS high-end servers, partial network storage, wireless enabled laptops, and Blade servers in the area of computing. In the area of networks/communications, solutions being assessed include: IP Telephony, Local Area Network Voice over IP (LAN VoIP), wireless networking and unified messaging.

* See Appendix K for more information□



Future

Investing in our Foundation
Advancing 7 Technology Solutions
Infusion Strategies

Developing this Strategic Plan has demanded a look to the future to ensure Michigan is ready for what it holds.

- - A future where change is constant, requiring that Michigan government be more nimble in order to maintain - and exceed - its current high level of performance.
- - A future where the demand for state services continues to grow, as does the expectation that more services must be provided to anyone, at anytime, from anywhere.
- - A future that demands efficiency gains and savings from all areas.

The State of Michigan is committed to find the best way to address these challenges and reach our vision, including solutions that move the state forward and that ensure our children are educated, our families are protected, and our economy grows.

In order to make this plan a reality, we must act. Our actions will include three distinct, coordinated efforts: investing in our foundation, advancing the seven technology solutions, and pursuing infusion strategies to chart our course in the changing world.



Michigan's Next Steps

Implementing our Strategic Plan

Investing in our Foundation

The consolidation of IT resources has resulted in significant savings and better service to our customers, whether citizens, businesses, or government agencies. Our planning process has highlighted these as foundational areas on which MDIT will continue to focus its near-term efforts:

- ☐ - Architecture (Appendix E) ☐ ☐ ☐ - IT Procurement (Appendix H)
- ☐ - Cyber Security (Appendix F) ☐ ☐ - Statewide Communication (Appendix I)
- ☐ - Finance and Human Services (Appendix G)

MDIT will invest in each of these five areas, leveraging the skills and creativity of our employees to build the foundation upon which all of our plans are based. The metrics and targets associated with Michigan's five IT strategic goals in this plan define key results expected in the 2006-08 time frame.

Advancing the Seven Technology Areas

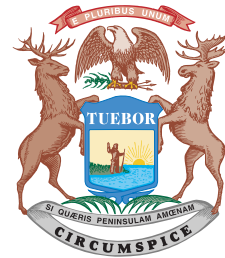
MDIT and its clients will advance the seven technology areas defined in pages 25-32. Pursuit of these technologies depends upon our ability to maintain and improve our five foundational areas. These technologies also represent a shift in IT's role. IT solutions are now more than a way to automate existing government services. IT innovations present opportunities to dramatically improve the way government services are delivered.

In 2006 alone, MDIT will advance at least two projects inspired and enabled by each of the technology areas. Examples include:

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Mobile computing <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | Contact center |
| <input type="checkbox"/> - Piloting a technology-enabled Michigan State | - MDOS contact center integration |
| <input type="checkbox"/> Police car <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | - Family Resource Center expansion |
| <input type="checkbox"/> - Electronic medical records <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Collaboration tools <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | Integrated infrastructure |
| <input type="checkbox"/> - Blogging <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | - Messaging consolidation |
| <input type="checkbox"/> - Streamlined web conferencing <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | - Desktop standardization |
| <input type="checkbox"/> Citizen transactions / self-service <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | Shared administrative services |
| <input type="checkbox"/> - Self-service stations for the Michigan | - e-Procurement |
| <input type="checkbox"/> Department of State (MDOS) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | - e-Grants |
| <input type="checkbox"/> - Standardized electronic forms for online | |
| <input type="checkbox"/> transactions | |
| <input type="checkbox"/> Data sharing and integration | |
| <input type="checkbox"/> - K-20 data warehouse | |
| <input type="checkbox"/> - Data warehouse enterprise strategy | |

Michigan's Next Steps

Implementing our Strategic Plan



The development of projects in these seven technologies will provide additional opportunities for government agencies to share solutions. Advances in these technologies and others will present additional opportunities for government agencies to re-think the way they serve constituents.

Infusion Strategies for Driving Michigan into the Future

This strategic plan defines the path for Michigan to follow to continue its successful application of IT for the next several years. But, as the world continues to flatten, we must plan for the next government and IT model. MDIT has begun this planning, as evident in the existing IT strategic goals and targets, plans for the foundational areas, and the development of the seven technology areas. To most effectively address leading global and national issues as well as maximize available opportunities, MDIT will pursue a strategy infusion process.

The strategy infusion process (see Appendix L) refers to a structured reassessment and redesign of goals, strategies, processes, and programs while they are operating. MDIT will evaluate the vision and strategies that are required to support and bridge near, intermediate, and long-term planning requirements. The key themes in this effort are:

- Shifting from an information technology (IT) to an information, communication, technology (ICT) conceptualization of mission, strategies, and actions
- Full implementation of an effective and mature digital government within Michigan's public sector, shifting from access and interaction to engagement and participation
- Use of information, communications, technology, and process redesign to transform government goals and desired outcomes, including governance, participation, and the quality and variety of services

Measuring our Progress

Investing in our foundation, advancing the seven technologies, and pursuing the strategy infusion process will bring this plan to life. We do not plan for the sake of planning - we plan to deliver results. Michigan will publish the status of the targets and metrics contained within this plan at least once per year to ensure we are doing just that.

Already, Michigan has taken practical and significant steps on the way to meeting its challenges to become "a connected Michigan." The coming years will see an ever growing role for IT that not only "connects," but also expands and pushes Michigan to, as Governor Granholm has said, "reach the summit of its potential."

Jennifer M. Granholm
Governor of Michigan

Teri Takai
Chief Information Officer, State of Michigan
Director, Michigan Department of Information Technology



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